OVER VIEW OF JOB ANALYSIS

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Abstract

Job may be understood as a division of total work into packages/positions. Job is a collection or aggregation of tasks, duties and responsibilities which as a whole, is regarded as a regular assignment to individual employees.

Detailed knowledge of the nature and requirements of jobs to be filled is the essential for determining the kind of personnel required such knowledge can be obtained through the process of job analysis. it is a detailed and systematic study of jobs to know the nature and characteristics of the people to be employed on various jobs. It involves collection of necessary facts regarding jobs and their analysis.

It helps in analyzing the resources and establishing the strategies to accomplish the business goals and strategic objectives. It forms the basis for demand-supply analysis, recruitments, compensation management, and training need assessment and performance appraisal. Job analysis is a systematic procedure to analyze the requirements for the job role and job profile. Job analysis can be further categorized into following sub components.

Therefore, job analysis forms an integral part in the formulation of compensation strategy of an organization. Organizations should conduct the job analysis in a systematic at regular intervals. It can be used for setting up the compensation packages, for reviewing employees' performance with the standard level of performance, determining the training needs for employees who are lacking certain skills.

This paper attempts to examine the concept of job analysis, history, contents of work analysis uses, benefits, process , problems.

Key words: Job, job analysis, job description

Introduction

Job Analysis is the process of describing and recording aspects of jobs and specifying the skills and other requirements necessary to perform the job. it is the process of describing and recording aspects of jobs and specifying the skills and other requirements necessary to perform the job. Job Analysis study and collect information relating to job operations and responsibilities associated with a specific job. Sufficient information and adequate documentation on job Analysis, job Description and job Evaluation are important prerequisites for effective HRP in an organization.

work Analysis information is significant to prepare job descriptions and job specifications that are utilized in designing organization structure, devise proper recruitment and selection method, compensation administration, better performance appraisal, and adequate training

AIJRRLSJM **VOLUME 2, ISSUE 6 (2017, JUN)** **(ISSN-2455-6602)ONLINE**

Anveshana's International Journal of Research in Regional Studies, Law, Social Sciences, Journalism and Management Practices

and development facilities, proper career path counseling, maintaining health and safety conditions as well as in improving labour relations in an organization.

History

Russian researcher Morris Viteles was one of the first industrial-organizational psychologists to introduce the concept of job analysis. In 1922, he used the method of job analysis to choose employees for a trolley car company. Frederick Winslow Taylor and Lillian Moller Gilbreth also conceptualized job analysis in the early 20th century.

Definition of job analysis

According to Harry L. Wylie, "Job Analysis deals with job anatomy. It requires complete study of the job and its embodying and determinable factors, including duties and responsibilities involved in job performance along with the job conditions under which performance is carried on. It also analyses the nature of the task, the qualifications of the workers, and the conditions of employment such as pay, working hours, opportunities and privileges of the job".

According to Blum, "A job Analysis is an accurate study of the various job components. It is concerned not only with an analysis of the duties and conditions of work, but also with the individual qualifications of the worker."

Meaning

Job Analysis is a primary tool to collect job-related data. The process results in collecting and recording two data sets including job description and job specification. Any job vacancy cannot be filled until and unless HR manager has these two sets of data. It is necessary to define them accurately in order to fit the right person at the right place and at the right time. This helps both employer and employee understand what exactly needs to be delivered and how. Both job description and job specification are essential parts of job analysis information. Writing them clearly and accurately helps organization and workers cope with many challenges while onboard.

There are two major aspects of job analysis**:** These are
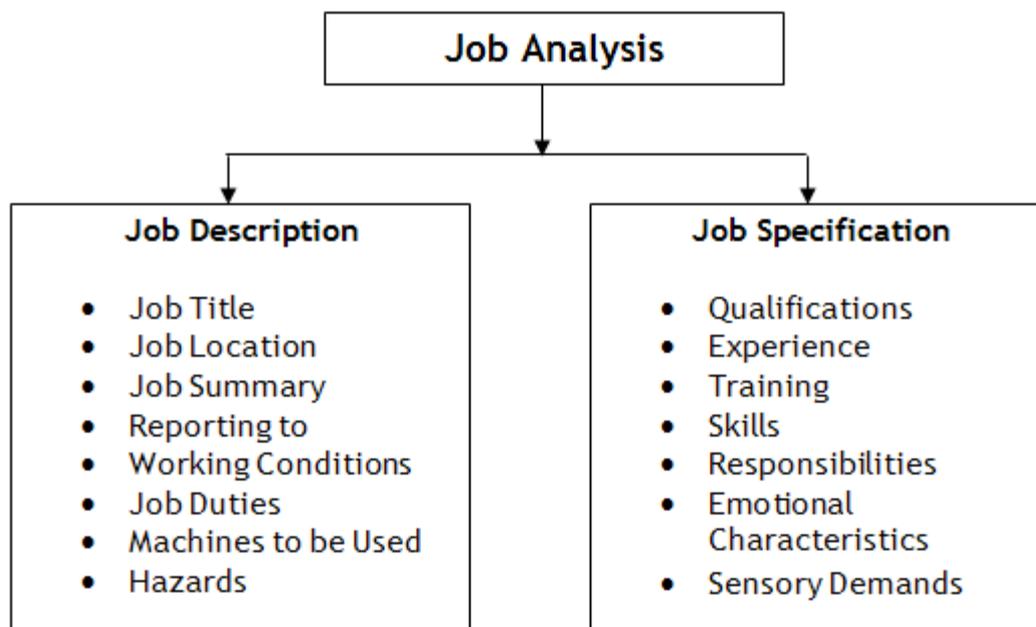
1. Job Description 2. Job Specification

Job Description: Job description is prepared on the basis of data collected through job analysis. Job description is a functional description of the contents what the job entails. It is a narration of the contents of a job. It is a description of the activities and duties to be performed in a job, the relationship of the job with other jobs, the equipment and tools involved, the nature of supervision, working conditions and hazards of the job and so on. All major categories of jobs need to be spelled out in clear and comprehensive manner to

AIJRRLSJM   VOLUME 2, ISSUE 6 (2017, JUN)   (ISSN-2455-6602)ONLINE

Anveshana's International Journal of Research in Regional Studies, Law, Social Sciences, Journalism and Management Practices

determine the qualifications and skills required to perform a job. Thus, job description differentiates one job from the other. In sum, job description is a written statement of what a job holder does, how it is done, and why it is done.

Job Specification: While job description focuses on the job, job specification focuses on the person i.e., the job holder. Job specification is a statement of the minimum levels of qualifications, skills, physical and other abilities, experience, judgment and attributes required for performing job effectively. In other words, it is a statement of the minimum acceptable qualifications that an incumbent must possess to perform a given job. It sets forth the knowledge, skills and abilities required to do the job effectively. Job specification specifies the physical, psychological, personal, social and behavioral characteristics of the job holders.

Contents of Job Description and Job Specification:
The contents of job description and job specification are presented in the following Table.

Purpose

One of the main purposes of conducting job analysis is to prepare job description and job specification which in turn helps to hire the right quality of workforce into the organization. The general purpose of job analysis is to document the requirements of a job and the work performed. Job and task analysis is performed as a basis for later improvements, including: definition of a job domain; describing a job; developing performance appraisals, selection systems, promotion criteria, training needs assessment, and compensation plans. In the fields of Human Resources (HR) and Industrial Psychology, job analysis is often used to gather information for use in personnel selection, training, classification, and/or compensation.

AIJRRLSJM   **VOLUME 2, ISSUE 6 (2017, JUN)**   **(ISSN-2455-6602)ONLINE**

Anveshana's International Journal of Research in Regional Studies, Law, Social Sciences, Journalism and Management Practices

The field of vocational rehabilitation uses job analysis to determine the physical requirements of a job to determine whether an individual who has suffered some diminished capacity is capable of performing the job with, or without, some accommodation.

Job analysis aims to answer questions such as: 1. why does the job exist? 2. What physical and mental activities does the worker undertake? 3. When is the job to be performed? 4. Where is the job to be performed? 5. How does the worker do the job? 6. What qualifications are needed to perform the job? 7. What are the working conditions (such as levels of temperature, noise, offensive fumes, light) 8. What machinery or equipment is used in the job? 9. What constitutes successful performance?

Objectives of Job Analysis

1. To Determine equitable wage differentials between different jobs in the organization

 2. To develop a consistent wage policy

3. To provide a framework for periodic review and revision of wages

4. What constitutes successful performance of job analysis?

5. To minimize wage descriptions on the basis of age, sex, caste, region, religion, creed etc

Uses of job analysis

1. Manpower Planning :   it determines the quantum of work into different jobs. It matches jobs with men.
2. Training and development : it provides valuable information which is required to identify the training needs, to design training programmes and to evaluate training effectiveness.
3. Job evaluation : job analysis provides a basis for job evaluation. It aims at determining the relative worth of the jobs which in turn helps in determining the remuneration for the jobs.
4. Performance appraisal: job analysis data provide a clear cut standard of performance for every job.
5. Discipline : job analysis studies the failure of the workers to meet the required standard of performance. Corrective measures may be taken in time to avoid untoward situations. In this way it helps in maintaining discipline in the organization.

Benefits of Job Analysis

AIJRRLSJM   VOLUME 2, ISSUE 6 (2017, JUN)   (ISSN-2455-6602)ONLINE

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Organizational structure and design: – Job Analysis data guides in preparing the organization chart and designing the organizational structure. It helps in Job classification and establishes relation of each job with one another. It also determines various positions and hierarchy of the positions to avoid overlapping of authority- responsibility relationship and distortion in chain of command.

Process of Job analysis

1. Organizing and planning for the program : the company must decide who will be in charge of the program and must assign responsibilities to the designated persons. A time schedule and a budget for caring out the analysis of job should also be prepared.
2. Obtaining current job design information: current job description and job specification, procedure manual, systems flow charts etc should be studied.
3. Conducting need research :the job analyst should investigate to determine which organization, managers or staff people require job analysis or out put from job analysis.
4. Establishing priorities in the jobs to be analyzed: the hr department working with various operational executives should identify the jobs to be analyzed and the priority of each job analysis
5. Collecting job data : the next step is to collect data about selected jobs as they are currently being performed using established systematic techniques.
6. Redesigning the job : the next step is to redesign the job if necessary.
7. Preparing job description and job classification it is the statement showing full details of the activities of the job.
8. Developing job specification : job specifications are also prepared on the basis of information collected. it specifies the standard by which qualities of the person are measured. Job analyst prepares such statement taking into consideration the skills required in performing the job properly.

Problems in job analysis

1. Lack of support from top management : in most cases the support from top management is missing they refuse to appropriately describe what an employee is supposed to do in the company creating confusing in the minds of employees.
2. Single method : job analyst relies on only one of the methods when combinations of two or more methods might provide a better idea.
3. Lack of training/motivation : job holders are a great source of information about or the job, but they are not trained or motivated quality data for job analysis.
4. Distortion of activities : when training or preparedness does not exist, job holders tend to submit distorted data, either intentionally or inadvertently.

Conclusion

From the above advantages we can justify the importance of job analysis and its related products. Job analysis are the most powerful tools for HR people for effective man power planning these aspect are directly associated with new job creation as well as increase in

AIJRRLSJM　　　　**VOLUME 2, ISSUE 6 (2017, JUN)**　　　　**(ISSN-2455-6602)ONLINE**

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responsibilities for an existing job. it enables the managers to understand jobs and job structures to improve work flow or develop techniques to improve productivity.

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